

*get Training*

9 February 1972

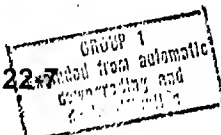
MEMORANDUM FOR THE RECORD

SUBJECT: Developmental Complement

1. Information management is big business in the Clandestine Service. Increasingly intricate integrated records systems which incorporate microphotography, high speed computers of large capacity, sophisticated records storage equipment all in concert with manual systems and procedures provide the CS with the capability for an effective, but increasingly complex and expensive records program. Unfortunately, the CS has been very slow to develop a coherent plan to select and train well qualified officers to fill future vacancies in important information management positions in ISD and in other CS components.

2. The DD/P recently approved the recommendation that a developmental complement, comprised of five experienced, well educated and imaginative junior officers, be established and the officers trained to fill future vacancies in information management. The officers selected will be trained in all facets of information management and the skills required for them to perform effectively in the job. He considered some thirty candidates for the five positions, reviewed their personnel files, asked their supervisors and others about them and had interviews with ten of the most promising candidates. We gave considerable weight to compatible work experience which would indicate some interest in continued association with information management and added points for field experience in records work. We explained that a career in information management could be very rewarding if a person likes the work, but that for a number of reasons information management was not highly regarded in the Agency -- the primary reason probably being the dearth of well qualified personnel in the profession.

3. We expect the personnel selected for the developmental complement to perform the analytical work required for the development, evaluation and improvement of all types of systems and procedures from the most basic manual system to the very sophisticated system employing microphotography and computers. To perform effectively in the management analysis function the employees must possess analytical ability, a thorough knowledge of the functions, processes and principles of information management and of the methods used to collect, analyze and evaluate information concerning the



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processes. The characteristics and skills considered important in an RMO will vary somewhat depending upon the nature and demands of an assignment. Nevertheless, there are certain qualities which an individual must possess to be effective in the work. Our objective, of course, is the well rounded and versatile officer.

4. Those qualities which we consider most important in the prospective information management officer follow:

a. The ability to communicate well both orally and in writing. This will include the ability to organize and develop clear and well written communications and to present and discuss complex matters in a lucid and convincing manner.

b. The talent to sell and defend information management. In other words, he must be forceful, yet understand the need for compromise.

c. He must be creative in resolving problems, be able to see needed changes and come up with solutions to the problems.

d. Effective in personal relations with officers of all levels of responsibility. He must understand the roles and responsibilities of the various levels of management, inter-relationships, motivations, etc.

e. Keen interest in the information management function as a challenging career. An interest in increasing his knowledge of both the theoretical and practical aspects of the profession.

f. Capacity to comprehend, interrelate and evaluate facts, distinguish between causes and effects, understand fundamental problems and develop solutions logically and systematically.

g. An appreciation of the role of information management in helping the Clandestine Service achieve its operational goals.

h. Be objective in the analysis and evaluation of problems in line with principles and practices rather than on the basis of personal feelings and attitudes.

5. After discussions with a number of officers including the Agency Records Administration Officer and the ISB Training Officer, we selected, from available courses, those we considered appropriate to phase one of the training program. We are searching for a suitable course(s) in Systems Analysis. The courses scheduled to date include:

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- a. Fundamentals of Supervision
- b. Management Grid
- c. Advanced Management Planning
- d. CS Records I, II, and III
- e. Automatic Data Processing (Dept. of Defense Computer Institute)
- f. Source Data Automation (National Archives and Records Service (NARS))
- g. Information Systems Design (NARS)
- h. Mechanizing Paperwork Systems (NARS)
- i. Writing Workshop
- j. Reports Familiarization
- k. Field Operations Familiarization
- l. CI Operations
- m. Records Management at American University
- n. Microfilm Seminar
- o. Office Information Retrieval (NARS)
- p. Maintenance and Disposition (NARS)
- q. Forms Analysis (NARS)
- r. Files Improvement (NARS)

6. The members of the developmental complement will be evaluated on the basis of their performance on assigned tasks, training courses and discussions. They will also be evaluated to a great extent against those characteristics described in paragraph 4, above. As far as practicable, future assignments will be based upon demonstrated strengths and weaknesses. The employees who demonstrate the highest degree of self motivation, imagination and initiative will be assigned to the most demanding positions

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where these assets may be used to the fullest extent. The goal of course is well trained officers who can operate effectively and efficiently -- i.e., get things done.

7. The following officers were selected for the program:

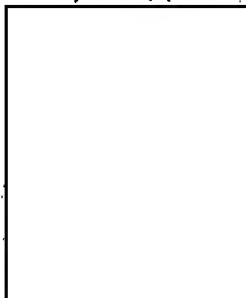
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